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ABSTRACT

Six case studies describing current employer-supported child care services in Ontario are presented. The studies describe the PLADEC Day Care Center of the Kingston Psychiatric Hospital, the day care center at the Chedoke-McMaster Hospitals in Hamilton, the Early Learning Centre at Durham College in Oshawa, the Hydrokids day care center at the Ontario Hydro Head Office, the Kent Kiddie Kollege of the Best Western Wheels Inn at Chatham, and the child care center at Optots of Optech Limited in North York. Programs are described in terms of the nature and functions of the employer institution, start-up procedures, facilities, licensed capacity, staff, parent fees, hours of operation, management, employer contributions, and contacts for further information. (RH)

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January 1988

Child Care

Employer-supported Child Care in Ontario

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CASE STUDY #1: PLADEC DAY CARE CENTRE KINGSTON PSYCHIATRIC HOSPITAL

INTRODUCTION

Child care is a work and family issue. Developing affordable, accessible, high quality child care usually requires co-operative community action -- a partnership of community agencies, caregivers, government, working parents and employers.

Increasingly, employers are becoming more aware of their employees' child care needs and are providing supportive policies and programs. In return, management benefits have been acknowledged in such areas as recruitment, employee morale, public relations, absenteeism and staff turnover.

Employer-supported child care refers to a range of services in which employers can assist with child care responsibilities. Employers can provide information and resource services, parent education or financial assistance, for example. They can also assist by adding flexibility to benefit packages and leave provisions or by supporting direct services such as on-site or near-site child care centres, or private home day care agencies. In urban centres or in industrial parks, employers may be able to work in concert, using a consortium approach to improve child care services for working parents while sharing some of the costs and workload.

The Ontario government has established an advisory service to help employers deal with the child care concerns of their parent employees. This service is available through the local area offices of the Ministry of Community and Social Services.

This series of case studies has been prepared to address the need for readily available descriptive material on current employer-supported child care services. The co-operation and enthusiastic support of the program staff, board members and employer representatives who contributed to this series is gratefully acknowledged.

PLADEC DAY CARE CENTRE

The Employer

Kingston Psychiatric Hospital (KPH) is a multi-facility institution under the jurisdiction of Ontario's Ministry of Health. The hospital provides 420 beds for inpatient care and serves approximately 1,200 individuals on an outpatient basis on any given day.

In addition to the psychiatric hospital, the institution houses the Penrose Division of Ongwanada Hospital, a 100-bed facility for the developmentally handicapped, and the Beechgrove Regional Children's Centre, a 32-bed children's mental health facility. All buildings on the site are owned by the provincial government, with lease-back arrangements for the Penrose and

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Beechgrove Centres. In total, the three facilities provide employment for about 900 professional, technical, clerical and operational staff.

Getting Started

In 1981, a group of women employees, several of whom were young or expectant mothers, raised the question of child care with staff colleagues. A child care needs survey was conducted at the hospital to determine current arrangements, special concerns and possible future demand for child care services. The group obtained advice on licensing requirements and procedures for establishing a child care centre from the local area offices of the Ministry of Community and Social Services (MCSS). To see how others had got started, visits were made to local centres and the group talked to child care experts at St. Lawrence College.

Based on their preference for a small centre with a family atmosphere and mixed age groups, the planners then developed a proposal requesting government assistance with start-up costs. Negotiations were undertaken with the hospital administrators to identify a suitable location and possible areas of support from the hospital. A formal work plan was followed and input was sought from many sources, including parents, child development and health specialists and KPH administrators.

In developing the centre a few minor obstacles were encountered and overcome. (For example, a minor amendment to the municipal zoning bylaws was required.) Solid research and public relations were undertaken to convince management of the need for on-site child care services and to ensure that renovations were completed on time for opening. Employees involved in planning the centre spent long hours on weekends, in the evening and on lunch breaks to get the work done. With a scheduled opening in September, and government funding not available until August, some self-funding, through personal savings, was needed to purchase supplies and material for the centre.

PLADEC Day Care Centre opened in response to identified employee needs in September 1982. Total capital expenses were just under $10,000, with donated labour for all renovations. Under the MCSS Child Care Incentives Program, the centre received a one-time government grant for operational start-up and capital assistance. PLADEC was the first workplace child care centre to open in the Kingston area.

Facilities

The centre is located on the ground floor of a detached building on the hospital grounds. Previously, the building had been used as a children's outpatient clinic, and was therefore already equipped with special washroom facilities and a fenced-in outside play area. The centre has over 3,155 sq. ft. of indoor space. Centrally located on a bus route, the centre has access to a number of community resources, including Lake Ontario Park, Wolfe Island, fire stations, museums, a market, libraries and theatres. The hospital's park-like grounds and Activity Centre are also available for special activities.

Licensed Capacity

PLADEC is licensed and operates as a non-profit, charitable corporation. It has a licensed capacity of 24 children, including 3 infants, 5 toddlers and 16 pre-schoolers. The 5 toddler spaces were added in 1984. Half-day kindergarten children are also accommodated. In addition, a separate baby-sitting program is offered at no charge for KPH outpatients attending appointments at the hospital. Days of attendance can be varied according to the parents' work schedule.

The centre achieved full capacity in its third year of operation and has a long waiting list, particularly for infant and toddler spaces and for part-time pre-schoolers. To date, no Purchase of Service Agreement for subsidized spaces has been arranged with the municipality because of the high demand for service. The priority is to provide child care for hospital staff and to accept children from the community if space permits. Approximately one-third to one-half of the children attending PLADEC are from the community.

Staff

There are six staff members: a supervisor (who also works directly with the children); three full-time and one part-time program staff members; and one full-time cook/office manager. All program staff have completed Early Childhood Education training or equivalent. Full-time salaries range from $12,000 - $17,000 per annum, and although the centre would like to be able to pay more, salaries are about average for the area. PLADEC also provides a field placement for students enrolled in the Early Childhood Education program at St. Lawrence College.

Parent Fees

Parent fees are the only source of direct income for PLADEC. The centre has no government-subsidized spaces and no outside funding, other than funds obtained through special fund-raising activities or donated goods and services. Two rates are in effect, one for an 8 1/2- hour day and one for a 12-hour day, to accommodate shift workers.

The fees (1986/87) are:

	8 1/2 hr.	12 hr.
Infants (4-18 months)	$24.00	$N/A*
Toddlers (18-30 months)	21.75	26.25
Pre-schoolers (2 1/2-5 years)	19.00	24.00

* Not Applicable

Part-time and full-time users pay the same rates. Community users are charged an extra $1.00 per day.

Hours of Operation

Since PLADEC was designed to accommodate the needs of employees at the workplace, it is open five days a week for 12 months of the year. If booked in advance, the centre will remain open for rotating 12-hour shifts. The centre opens at 6:45 a.m. and closes at 5:30 p.m. or when the last child leaves up to 7:45 p.m. Parents are encouraged to participate in the centre and to visit their children on lunch or supper breaks.

Management

The centre is managed by a five-member Board of Directors, most of whom are user-parents. Each member serves a two-year term and may be re-elected. In conjunction with the supervisor, staff and parents, the board sets policies and makes decisions concerning the administration of the centre. Neither union nor management, as a separate entity, are formally represented on the Board of Directors.

Employer Contribution

When the centre was established in 1982, KPH administration agreed to provide certain services, including rent-free space, utilities (electricity and water), two hours of housekeeping per day, laundry pick-up and building maintenance, subject to an ongoing review. It is estimated that the hospital's contribution for these

essential services represents a cost factor of $14,000-$16,000 per year. Without these contributions, parent fees would undoubtedly be higher and staff salaries lower. The centre's operating budget is just under $107,000 per year.

At the same time, PLADEC has been well received by the Kingston community and has helped to improve the corporate image of KPH in that community. User satisfaction remains high, because of the quality of child care provided and because of the convenience of having care available at the workplace.

For further information, please contact:

The Supervisor
PLADEC Day Care Centre
752 King Street West
Postal Bag 603
Kingston, Ontario
K7L 4X3
(613) 546-1234

or

Mr. R. B. Thomson
Hospital Administrator
Kingston Psychiatric Hospital
752 King Street West
Postal Bag 603
Kingston, Ontario
K7L 4X3
(613) 546-1101

For more information about employer-supported child care services in Ontario, please contact:

Employer Advisory Service
Child Care Branch
Ministry of Community and Social Services
9th Floor
700 Bay Street
Toronto, Ontario
M5G 1Z6
(416) 965-3130

Specific information about licensing, funding and provincial regulations on child care may be obtained through the local area offices of the Ministry of Community and Social Services.

Ontario
Ministry of Community and Social Services
John Sweeney
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January 1988

Child Care

Employer-supported Child Care in Ontario

CASE STUDY #2: CHEDOKE-MCMASTER HOSPITALS DAY CARE CENTRE
CHEDOKE-MCMASTER HOSPITALS-HAMILTON

INTRODUCTION

Child care is a work and family issue. Developing affordable, accessible, high quality child care usually requires co-operative community action -- a partnership of community agencies, caregivers, government, working parents and employers.

Increasingly, employers are becoming more aware of their employees' child care needs and are providing supportive policies and programs. In return, management benefits have been acknowledged in such areas as recruitment, employee morale, public relations, absenteeism and staff turnover.

Employer-supported child care refers to a range of services in which employers can assist with child care responsibilities. Employers can provide information and resource services, parent education or financial assistance, for example. They can also assist by adding flexibility to benefit packages and leave provisions or by supporting direct services such as on-site or near-site child care centres, or private home day care agencies. In urban centres or in industrial parks, employers may be able to work in concert, using a consortium approach to improve child care services for working parents while sharing some of the costs and workload.

The Ontario government has established an advisory service to help employers deal with the child care concerns of their parent employees. This service is available through the local area offices of the Ministry of Community and Social Services.

This series of case studies has been prepared to address the need for readily available descriptive material on current employer-supported child care services. The co-operation and enthusiastic support of the centre staff, board members and employer representatives who contributed to this series is gratefully acknowledged.

CHEDOKE-MCMASTER HOSPITALS DAY CARE CENTRE

The Employer

Chedoke-McMaster Hospitals, a large teaching and health care institution in the City of Hamilton, plays an important role in the regional system of health care in the Regional Municipality of Hamilton-Wentworth. The 800-bed facility has been closely associated with developments in health care education and research, and maintains links with the Health Sciences Faculty of McMaster University and with Mohawk College of Applied Arts and Technology.

The Chedoke Hospital Division, with services distributed throughout a sprawling complex of 18 separate and aging buildings, has embarked on a $56-

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million redevelopment plan. When complete, the division will consolidate services in a modern, efficient health care facility of about 530 beds.

Physically, the two divisions (Chedoke Hospital Division and McMaster University Medical Centre Division) are approximately 10-15 minutes apart by car, and somewhat longer by public transit. Both divisions employ the equivalent of 3,800 full-time staff; approximately 70 per cent are women, many of whom work either part-time or extended (12-hour) shifts. For many hospital workers, finding and keeping quality child care arrangements which fit work schedules can be a problem.

Getting Started

Child care at Chedoke-McMaster Hospitals was initially identified as a need in a survey of child care concerns of hospital employees. Infant and part-time care, both very costly to provide, were identified as primary needs in the survey. Following further study of the feasibility of establishing a child care program, an action plan was drawn up and presented to the Board of Trustees for approval. The decision was then taken to hire an experienced director and to use her background and expertise in planning and implementing the new program, with back-up logistical and planning assistance from administrative staff of the hospital.

Parent employees, hospital representatives and program advisers from the Hamilton Area Office of the Ministry of Community and Social Services were involved with the director in planning the child care centre. The planning process included setting objectives and time frames for each phase of the project, and amending targets as delays and other problems were encountered.

Perhaps the most pressing issue which had to be addressed in setting up the centre related to the need for major renovations to make the building suitable for child care purposes and to comply with fire and building code regulations. Several changes in compliance requirements (e.g. relocation of children's coat cupboards) resulted in delays and unanticipated cost increases. Start-up was further impeded by slow enrolment rates, a factor undoubtedly influenced by the higher fee structure required for the infant and part-time care identified as priorities in the parent need survey.

The Chedoke-McMaster Hospitals Day Care Centre opened in 1984, with operational start-up ($12,000) and capital assistance ($22,000) from the Ontario Government's Day Care Initiatives Program, plus assistance with labour, furnishings, and administrative services from the employer. Labour for some of the renovations was provided through a federally funded special employment initiative.

The primary objectives set for the centre were to be self-sustaining and meet the needs of hospital employees for infant and part-time care. After two successive years of cash deficit operation, however, it has proved difficult to fulfil both these requirements. In view of the ongoing deficit problem, the hospital is undertaking a review of its relationship with the day care centre.

Facilities

The centre occupies approximately 5,700 sq. ft. of space on the first and second floors of a large residence, formerly used for hospital programs, on the grounds of the Chedoke Hospital Division. Space in the basement of the residence is also available for storage and a staff room. Outside play space is directly adjacent to the centre and in an area surrounded by many mature trees. All facilities one would expect to find in a medium-sized city are accessible by

public transit. Although few community resources are within walking distance, the grounds of the hospital provide a safe environment for walks. The centre has no direct access to ancillary hospital services (e.g., cafeteria, health services, library services).

Licensed Capacity

The day care centre operates as a non-profit corporation and is licensed to accommodate up to 55 children full-time, including 20 infants, 15 toddlers and 20 pre-schoolers. The centre does not serve school-age children. Since 80 per cent of enrolment is part-time/part-day, daily attendance can fluctuate dramatically. Although the targeted average enrolment was reached after 18 months, enrolment continues to fluctuate because of the number of children using the centre on a part-time basis. Infant care has been increased and pre-school care decreased in response to employee need, and the current waiting list suggests that a heavy demand for infant care will continue.

At present, the centre serves only children of hospital employees (85 per cent) or children whose parents are employees or students at other health care facilities (15 per cent). Initial underutilization (probably due to high cost) by employees of Chedoke-McMaster Hospitals meant that the enrolment base had to be broadened to include other health facilities in the community. The administrative and financial difficulties posed by the irregular use of part-time and shift-working hospital personnel may oblige the centre to seek future enrolment stability by extending services to outside, full-time community users.

Staff

The centre has a high staff/child ratio, and employs both a full-time director and a full-time assistant director, in order to cope with the added administrative overhead for a large part-time group. The assistant director fills in during lunch breaks in the infant program and works approximately half-time in other program areas. The centre also employs 11 program workers (10 full-time) who have completed Early Childhood Education (ECE) training or equivalent, two workers with less formal training, one full-time cook, one full-time housekeeper and a part-time caretaker.

Most program workers are employed on the basis of a four-day work week, with 10-hour shifts, in order to maintain staff/child ratios through 12 hours of operation and to allow some time for program planning. The housekeeping position was added to handle the extra laundry and housekeeping workload caused by high levels of infant care and part-time use. Salaries for trained program staff are in the $14,500-$17,000 per annum range.

The centre also provides a field placement setting for ECE students, and involves part-time volunteers whenever possible. Parents are encouraged to visit at any time and to volunteer to help with the program when they are available to do so.

Parent Fees

Per diem fees for full-time, part-time and casual, or on-call care (1986/87) are as follows:

	Full time	Part time	Casual
Infants (0 - 1 1/2 years)	$24.00	$26.00	$28.60
Toddlers (1 1/2 - 2 1/2 years)	22.00	24.00	26.40
Preschoolers (2 1/2 - 5 years)	19.00	21.00	22.10

In theory, parent fees and fund raising activities must generate sufficient income to cover the centre's annual operating budget of $324,000.

Hours of Operation

Chedoke-McMaster Hospitals Day Care Centre tries to accommodate the needs of working parents and their children by having regular opening hours of 6:00 a.m. to 6:30 p.m., 12 months of the year. The centre is not open on weekends. Although no formal provision is made for extended hours in emergency situations, special circumstances can usually be accommodated by centre staff.

Management

The centre is operated by a non-profit corporation affiliated with Chedoke-McMaster Hospitals. Authority is vested in the Board of Directors, which meets approximately every two months and which is represented by parent employees, the hospitals' administration and Board of Trustees and the centre's director. Parent representatives on the Board are elected annually by the users of the centre.

Employer Contribution

In addition to supporting start-up costs, Chedoke-McMaster Hospitals provides ongoing support in the form of contributions, including utilities, some furniture, security, repairs, maintenance and space for a modest rental. The employer identified a number of benefits in terms of recruitment advantages, staff morale and the advantage of having on-call staff available, knowing that good child care is close at hand.

For further information, please contact:

The Director
Chedoke-McMaster Hospitals Day Care Centre
Long and Bisby Building
P.O.. Box 2000, Station A
Hamilton, Ontario
L8N 3Z5
(416) 521-7965

For more information about employer-supported child care services in Ontario, please contact:

Employer Advisory Service
Child Care Branch
Ministry of Community and Social Services
9th Floor
700 Bay Street
Toronto, Ontario
M5G 1Z6
(416) 965-3130

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Employer-supported Child Care in Ontario

CASE STUDY # 3 - EARLY LEARNING CENTRE DURHAM COLLEGE - OSHAWA

INTRODUCTION

Child care is a work and family issue. Developing affordable, accessible, high quality child care usually requires co-operative community action -- a partnership of community agencies, caregivers, government, working parents and employers.

Increasingly, employers are becoming more aware of their employees' child care needs and are providing supportive policies and programs. In return, management benefits have been acknowledged in such areas as recruitment, employee morale, public relations, absenteeism and staff turnover.

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DURHAM COLLEGE EARLY LEARNING CENTRE

The Employer

Durham College is one of 22 colleges of applied arts and technology in the province of Ontario. The college provides post-secondary educational programs for Durham Region in an area which extends from Ajax to Port Hope in the east and north from Lake Ontario to Uxbridge and Cannington. The wide geographic area is served by a main campus in Oshawa and two smaller facilities in Ajax.

First opened in 1967, Durham College has developed to the point where it now includes over 2,500 post-secondary, full time students registered in day programs. As well, another 10,000

students register in part-time night classes over a typical school year. The college employs 246 faculty and over 170 administrative and support staff.

The main campus in Oshawa is situated in an area which lacks high quality, licensed care, and yet many college programs are geared to career and skills development for women, many of whom may be single parents or married, with young children.

Getting Started

Durham College Early Learning Centre Inc. was started in conjunction with a new Early Childhood Education (ECE) program instituted by Durham College in January 1985. The major purpose for the Centre, therefore, was to provide a school laboratory setting for students enrolled in the ECE program as part of the experiential learning requirements for ECE qualifications. Equally important, however, for those involved in planning the centre, was the objective of meeting the child care needs of the college community, including both staff and students.

Planning for the centre followed the distribution and analysis of a survey of all employees at the Oshawa campus and a review of available child care services within the Oshawa community. Initial fact-finding efforts and development of project plans were undertaken by the centre director, who was selected from the ECE community and who had extensive experience in establishing workplace centres with the Durham Board of Education. Others involved in the initial planning of the centre included employee parents, a representative from the college's administrative department, a lawyer from the community and a program adviser from the area office of the Ministry of Community and Social Services. An advisory board from the college's new ECE program also provided input into program and physical design matters.

Initial survey results suggested that an on-site child care facility would be well supported by the college community, because the surrounding area was underserviced.

A centre was viewed as particularly helpful in allowing women in the community with young children to go back to school, either full-time or part-time. Of special note was the extensive need for infant care, as the community had few accessible infant spaces, and few opportunities for ECE students to acquire infant care experience.

Because of the common perception within the province's community colleges that on-site child care centres should be viewed as laboratory schools or as necessary components of a particular institution's ECE curriculum, some difficulty was encountered in negotiating an appropriate level of support from the college as an employer. Planners discovered that the college administration had to be sold on the idea of making a commitment as an employer in helping to establish the centre as a service to the college community. Open lines of communication and a common understanding of objectives were found to be key ingredients in ensuring a smooth transition from the project planning phase to program implementation.

Despite some initial hurdles in the areas of start-up costs (unanticipated high costs were encountered in obtaining preliminary architectural designs) and staffing, the Early Learning Centre at Durham College opened on schedule in September 1985, with capital assistance and operational start-up assistance from the Ministry of Community and Social Services' Day Care Incentives Program. Twenty per cent of capital costs for renovations to meet fire code and Day Nurseries Act requirements was provided by Durham College. Total start-up costs were in

the order of $ 124,000 for the initial phase, which provided toddler and pre-school facilities. An infant program was added in the fall of 1986, at an additional cost of $ 95,000.

Facilities

The Durham Early Learning Centre is located in ground floor space previously used as a large classroom and examination room, in a building on the Oshawa Campus. Extensive renovations were carried out to convert a large drafting area into the new infant centre in 1986. The centre covers approximately 5,500 sq. ft. of indoor space and 1,800 sq. ft. of outdoor play space. Two outdoor play areas have been provided, one at the front of the building, for infants and toddlers (2 1/2 years and younger) and one for pre-schoolers (2 1/2 to 5 years). Although the centre's on-campus location is not central, bus transportation is available for taking special trips to places of interest in the surrounding community.

Licensed Capacity

With the addition of 10 infant spaces in October 1986, the centre, which operates as a non-profit corporation, has a licensed capacity of 57 children, including 10 infants, 15 toddlers and 32 pre-schoolers. There is no accommodation for school age children during the regular school year, but over the summer months, when the centre is at less than full capacity, some school-age care (children up to 7 years of age) has been offered. Conference care on Saturdays is available for college groups throughout the year.

Currently, the programs for all age groups are fully subscribed, and have extensive waiting lists, particularly the infant and toddler programs. A Purchase of Service Agreement has been signed with the municipality for subsidized spaces in order to accommodate the high proportion of users who are students. Although, for the most part, the centre serves staff and students from within the college community, off-campus clients have enrolled children from time to time.

Staff

The centre employs one full-time supervisor, 7 full-time program workers with Early Childhood Education (ECE) training or equivalent and one part-time caregiver with less formal training. Annual salaries for day care workers with ECE qualifications are in the $ 20,000 to $ 21,000 range. The centre also provides field placement settings for students involved in Durham's ECE program, and engages volunteer assistance when such interest is expressed.

Parent Fees

User fees are expected to cover the centre's annual operating budget of about $230,000. Parent fees (1986 rates) are $110/week for infants; $95/week for toddlers; and $85/week for pre-schoolers, with no differentiation in fee schedules for community users. Parents using the centre on a half-time, part-time basis are charged a fee of $ 10.50 (half day) or $ 17.00 (full day).

Hours of Operation

In order to meet the needs of the college community, the Early Learning Centre is open 12 months of the year from 7:45 a.m. to 5:30 p.m. In general, the centre is not open on weekends; however, sporadic Saturday openings have been needed throughout the year and during the summer months to provide conference care. Because of the unpredictable nature of this arrangement and the extra administrative overhead involved, (pre-registration is required, and staff are paid at time and half), weekend service

may be cancelled in future or structured somewhat differently.

Management

The centre supervisor reports to a four-member Board of Directors. The board, which meets semi-annually, is comprised of the chairperson (usually a parent representative), the vice chairperson (the head of the college's applied arts and health sciences program, which includes ECE training), two parent representatives and the supervisor, in an ex officio capacity. The board provides policy direction and has a management services agreement with the college for the day-to-day operations and administration of the centre.

Employer Contribution

Employer-sponsored services available to the centre include the campus catering service, the health centre, fitness facilities, library and audiovisual and photocopying equipment. In addition, the college contributes to the ongoing operation of the centre by providing rent-free premises, janitorial and security services, utilities, repairs and maintenance and some secretarial and accounting services. The college ECE program, in return, benefits from having an on-site training and observation facility, and the college itself benefits from having participated in providing an important community service for parents returning to school to prepare for entry, or re-entry, into the workforce.

For further information, please contact:

The Supervisor,
Durham College Early Learning Centre Inc.
Durham College
P.O. Box 385
2000 Simcoe Street North
Oshawa, Ontario
L1H 7L7
(416) 576-0210 (ext. 463)

or

Mr James Kirconnell
Community Coordinator
Durham College
P.O. Box 385
2000 Simcoe Street North
Oshawa, Ontario
L1H 7L7
(416) 576-0210

For more information about employer-supported child care services in Ontario, please contact:

Employer Advisory Service
Child Care Branch
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9th Floor
700 Bay Street
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CASE STUDY #4 - HYDROKIDS ONTARIO HYDRO HEAD OFFICE

INTRODUCTION

Child care is a work and family issue. Developing affordable, accessible, high quality child care usually requires co-operative community action -- a partnership of community agencies, caregivers, government, working parents and employers.

Increasingly, employers are becoming more aware of their employees' child care needs and are providing supportive policies and programs. In return, management benefits have been acknowledged in such areas as recruitment, employee morale, public relations, absenteeism and staff turnover.

Employer-supported child care refers to a range of services in which employers can assist with child care responsibilities. Employers can provide information and resource services, parent education or financial assistance, for example. They can also assist by adding flexibility to benefit packages and leave provisions or by supporting direct services such as on-site or near-site child care centres, or private home day care agencies. In urban centres or in industrial parks, employers may be able to work in concert, using a consortium approach to improve child care services for working parents while sharing some of the costs and workload.

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HYDROKIDS DAY CARE CENTRE

The Employer

Ontario Hydro is a Crown Corporation which operates under the Power Corporation Act, to produce, supply, deliver and manage electricity throughout the province. The Corporation acts as a wholesale supplier of electric power to municipal utilities and provides direct service for over 100 industrial customers and 800,000 rural retail customers who do not have access to municipal utilities. Ontario Hydro also exercises a regulatory function over municipal utilities and approves and inspects electrical equipment (in conjunction with the Canadian Standards Association) and electrical wiring installations.

A large, public sector employer, Ontario Hydro has about 7,000 employees located at or near the head office (700 University Avenue, Toronto) and another 16,000 employees located at six regional and 51 area offices and generating stations throughout the province. The

head office of the corporation is in the downtown city core, an area in which good child care facilities are generally in short supply.

Getting Started

Work-related child care was first formally raised as a bargaining issue by the Ontario Hydro Employees' Union in 1982. Following an undertaking by Ontario Hydro to review the matter, child care was then dropped from negotiations. In September 1983, a report on work-related child care was released by a special team comprised of professional, union and management representatives. The team recommended that a child care centre be established at or near head office. Prior to this recommendation, a well-attended employee forum on child care had registered considerable support for the concept of an on-site centre.

In February 1984, at a general meeting of interested employees, a steering committee of parent employees was set up to begin negotiations with the employer. The steering committee succeeded in obtaining the president's commitment in principle to the idea of making corporate space available, and began work on a detailed proposal. It was emphasized by the president that the proposal must ensure that operating costs be funded by user fees. The corporation's affirmative action manager was assigned to liaise with the parent committee because the committee's objectives were deemed to be consistent with Hydro's affirmative action program.

The steering committee recommended that a child care centre, primarily for the children of Ontario Hydro employees, be established on the ground floor of one of the head office buildings and that space and related services be provided by Ontario Hydro at no charge.

In developing and carrying out the formal work plan, many viewpoints were sought and a great deal of effort was spent on the planning stages. Careful attention to planning details and input from parent employees, the centre director, management representatives, a lawyer, an architect, provincial and municipal day care advisers and other specialists from the child care community helped to prevent major obstacles during the implementation phase. Hiring of the centre director three months prior to the opening of the centre was critical for implementing the operational requirements of the centre.

Hydrokids day care centre was officially opened in August 1985. Major capital and operational start-up costs were underwritten by Ontario Hydro and by a grant from the Ontario Ministry of Community and Social Services' Day Care Initiatives Program. Hydro also provided a substantial interest-free loan to ensure a smooth transition to full operation. Having sufficient start-up assistance was a key factor for success in the centre's first year of operation.

Facilities

The centre is located on the ground floor and basement of the building previously used for Ontario Hydro's administrative offices, at 610 University Avenue. Approximately 5,500 sq. ft. of indoor space have been made available, and a suitable outdoor play area has been constructed behind the office building, away from the heavy traffic of the facing street. Several parks, galleries, fire and police stations and a major university complex are situated close to the centre. Subway and bus routes allow ready access to many other points of interest in the city.

Licensed Capacity

Hydrokids is licensed and operates as a non-profit corporation. The licensed capacity for the centre is 54 children, including 10 infants (birth to 18 months), 20 toddlers (18 to 30 months), and 24 pre-schoolers (30 months to 5

years). No accommodation has been made for school-age children, although a kindergarten program has been proposed for introduction in 1987/88. The centre has introduced children into the various programs individually and gradually, and is now at full enrolment.

The centre has a long waiting list, especially for the infant care program. A Purchase of Service Agreement has been arranged with the Municipality of Metropolitan Toronto. Priority for enrolment is given to children of Ontario Hydro employees, though children from the community are accepted as space permits.

Staff

Full-time staff at the centre include the director, 10 program workers who have completed Early Childhood Education (ECE) training or equivalent and one cook. The centre also offers a field placement setting for ECE students. Program staff salaries are in the $17,000. - $20,000. per annum range.

Parent Fees

Direct income for the centre to cover operating costs is generated primarily through parent fees. Some fund-raising activities have been undertaken. The employer does not contribute directly to the centre's annual operating budget of $327,300, but provides space and related occupancy services.

Fees for both employee-parent users and community users (1986 rates) are $588/month for infants; $540/month for toddlers; and $470/month for pre-schoolers.

Hours of Operation

Hydrokids is open 12 months of the year from 7:30 a.m. to 5:30 p.m., in order to meet the needs of Ontario Hydro employees and the community. The centre is not open on weekends or statutory holidays.

Management

The centre reports to a nine-member Board of Directors consisting of one Ontario Hydro appointee, seven parents, and an external child care community resource person. The board meets once a month and is responsible for centre policy and major administrative decisions.

Employer Contribution

Ontario Hydro provides, on an ongoing basis, rent-free premises, janitorial and security services, property taxes, utilities and routine maintenance. This ongoing support has been assessed at $132,000 annually, exclusive of the outdoor space. At start-up, the employer provided a capital grant of $200,000. and a further $50,000 in the form of an interest-free loan. In return, having children at the worksite has reduced travel time, anxiety and stress for parent employees and enhanced the corporation's public image provincially and in the downtown community.

For further information, please contact:

The Director
Hydrokids Day Care
610 University Avenue
Toronto, Ontario
M5G 1X5
(416) 599-5004

or

Ms. Etta Wharton
Manager, Affirmative Action
Ontario Hydro
700 University Avenue
Toronto, Ontario
M5G 1X6
(416) 592-2792

For more information about employer-

supported child care services in Ontario, please contact:

Employer Advisory Service
Child Care Branch
Ministry of Community and Social Services
9th Floor
700 Bay Street
Toronto, Ontario
M5G 1Z6
(416) 965-3130

Specific information about licensing, funding and provincial regulations on child care may be obtained through the local area offices of the Ministry of Community and Social Services.

Ministry of Community and Social Services
Ontario

John Sweeney
Minister

Child Care

Employer-supported Child Care in Ontario

PS 018866

CASE STUDY #5: KENT KIDDIE KOLLEGE BEST WESTERN WHEELS INN-CHATHAM

INTRODUCTION

Child care is a work and family issue. Developing affordable, accessible, high quality child care usually requires co-operative community action -- a partnership of community agencies, caregivers, government, working parents and employers.

Increasingly, employers are becoming more aware of their employees' child care needs and are providing supportive policies and programs. In return, management benefits have been acknowledged in such areas as recruitment, employee morale, public relations, absenteeism and staff turnover.

Employer-supported child care refers to a range of services in which employers can assist with child care responsibilities. Employers can provide information and resource services, parent education or financial assistance, for example. They can also assist by adding flexibility to benefit packages and leave provisions or by supporting direct services such as on-site or near-site child care centres, or private home day care agencies. In urban centres or in industrial parks, employers may be able to work in concert, using a consortium approach to improve child care services for working parents while sharing some of the costs and workload.

The Ontario government has established an advisory service to help employers deal with the child care concerns of their parent employees. This service is available through the local area offices of the Ministry of Community and Social Services.

This series of case studies has been prepared to address the need for readily available descriptive material on current employer-supported child care services. The co-operation and enthusiastic support of the program staff, board members and employer representatives who contributed to this series is gratefully acknowledged.

KENT KIDDIE KOLLEGE

The Employer

Best Western Wheels Inn and Wheels Fitness and Racquet Club are wholly owned subsidiaries of Brad-Lea Meadows Ltd., and represent a significant component of the hospitality industry in Chatham, Ontario. The parent company employs over 450 full and part time staff in what is essentially a hotel and restaurant business with fitness and recreational facilities. Most of the employees are female, and many are parents of young, pre-school children.

The hotel and fitness complex serves a wide range of business and tourist users from southwestern Ontario, Michigan, parts of Ohio and western New York.

At full capacity, the hotel facility can accommodate 1,000 guests, and at any given time, 20-30 per cent of these could be children. The employer in this instance saw an opportunity to provide an on-site child care service for employees and at the same time provide a drop-in service for the children of hotel guests and fitness club members.

Getting Started

In 1984, the personnel department at the Wheels Inn conducted a fact-finding survey of employees' child care needs and available services in the Chatham area. All existing facilities for group care in the community were at full capacity and had extensive waiting lists.

The president of Brad-Lea Meadows Ltd. identified child care as a significant concern for many of the hotel employees and wanted to do something about it. As a primary objective, a workplace child care centre was considered to be a meaningful way to assist working parents in an industry which is historically one of the lowest paying in Canada. A secondary objective was to augment the number of services provided by the hotel and recreation club as a means of drawing additional tourists and members of the local community to the facility. A third objective was to help meet an identified community need for quality day care.

After reviewing the child care supply and demand situation in the Chatham area and the feasibility of providing an on-site child care centre, the president submitted a detailed proposal to the Ministry of Community and Social Services (MCSS) for licensing and financial assistance.

Planners involved in the design of the centre included the supervisor, a management representative, an architect, a lawyer and MCSS program advisers. Since existing facilities were being remodelled to comply with design guidelines, special attention was paid to background research and construction details to ensure optimum use of available space and compliance with strict health, fire and safety regulations.

Kent Kiddie Kollege opened in June 1985, with a total set-up cost of about $144,000. Operational start-up and capital assistance funding was obtained through the MCSS Day Care Initiatives Program and through a major capital contribution from the employer.

Facilities

The centre makes use of approximately 5,000 sq. ft. of indoor space on the ground floor of the recreation complex, in what used to be a lounge and bar operation for the hotel. The large outdoor play space is adjacent to the centre, with direct access and separate facilities for pre-schoolers and toddlers. Indoor space has been designed as open concept for toddlers and pre-schoolers, with activity centres clearly delineated and large indoor play equipment available for rainy days. Community resources, including parks, libraries, fire and police stations are accessible by walking or by municipal transit. Fitness centre facilities (pool, bowling, gymnasia) and a "soft play" area in the hotel complex are also available.

Plans are under way for a toy library and parent resource centre, and for an expanded drop-in program which will include a system for paging parents who leave children at the centre.

Licensed Capacity

Kent Kiddie Kollege is licensed and operates as a non-profit, charitable corporation. The centre has a licensed capacity of 49 children, including 10 infants, 15 toddlers and 24 pre-schoolers. Community children are accepted, space permitting. Up to 15

school age children (ages 6-9) can be accommodated during the summer months, on professional development days and on school holidays. The centre was fully subscribed six months after opening in June 1985. Subsidies are available to qualifying parents through Purchase of Service Agreements with the City of Chatham, Kent County and Elgin County.

Staff

The centre employs a half-time director and a full-time program supervisor. Program staff include 10 who work full time and two who work part time. Six of the full-time staff and two part-time staff have completed Early Childhood Education (ECE) or equivalent training. Annual salaries for trained program staff are in the $10,000 - $13,000 range. The centre also employs one full-time cook/caretaker. Volunteers are incorporated into the centre's programs and field placement opportunities are provided for E.C.E. students.

Parent Fees

Daily parent fees for community users are as follows:

	Full time	Part time
Infants (3 - 18 months)	$18.50	$10.25
Toddlers (1 1/2 - 2 1/2 years)	$17.00	$ 9.50
Pre-schoolers (2 1/2 - 5 years)	$16.00	$ 9.00

During the summer, school age children are accommodated for a fee of $50 per week. For employees' children, a discount of 10 per cent applies to all fees. Children attending the centre on a drop-in basis are accommodated for a fee of $2.25 per hour (community) or $1.00 per hour (employees and club members).

Hours of Operation

The centre is open 12 months of the year from 7:00 a.m. to 5:30 p.m. (with extended hours to 9:30 p.m.) in order to provide regular services for all client groups. Weekend hours are 9:00 a.m. to 9:30 p.m. on Saturdays and 9:00 a.m. to 4:00 p.m. on Sundays. Future expansion will include an evening drop-in program (6:00 - 9:30 p.m.) to complement the weekend program and to coincide with extended shopping hours and other special events in the community.

Management

For ongoing administrative purposes, the director of the centre reports to the Operations Manager, Best Western Wheels Inn. The Board of Directors, made up of management staff and parent employees, meets semi-annually.

Employer Contribution

Senior management at the Wheels Inn has made a commitment to on-site child care services, and recognized this commitment in a number of ways. The employer contributed over 60 per cent of the initial $144,000 required to set up the program. Ongoing contributions to the centre's annual budget of $148,000 include an operating grant, janitorial and security services, repairs, utilities and maintenance. Hotel cafeteria and fitness facilities are also made available to the centre's program at little or no cost to the centre.

For further information, please contact:

The Director
Kent Kiddie Kollege
P.O. Box 637
Chatham, Ontario
N7M 5K8

(519) 351-1100 Ext. 6608

or

Mr. R. J. Jaworowicz
Operations Manager
Best Western Wheels Inn
561 Richmond Street
Chatham, Ontario
N7M 5K6
(519) 351-1100 (ext. 6610)

For more information about employer-supported child care services in Ontario, please contact:

Employer Advisory Service
Child Care Branch
Ministry of Community and Social Services
9th Floor
700 Bay Street
Toronto, Ontario
M5G 1Z6
(416) 965-3130

Specific information about licensing, funding and provincial regulations on child care may be obtained through the local area offices of the Ministry of Community and Social Services.

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Ministry of Community and Social Services
Ontario

John Sweeney
Minister

Child Care

Employer-supported Child Care in Ontario

CASE STUDY #6: OPTOTS, OPTECH LTD. - NORTH YORK

INTRODUCTION

Child care is a work and family issue. Developing affordable, accessible, high quality child care usually requires co-operative community action - a partnership of community agencies, caregivers, government, working parents and employers.

Increasingly, employers are becoming more aware of their employees' child care needs and are providing supportive policies and programs. In return, management benefits have been acknowledged in such areas as recruitment, employee morale, public relations, absenteeism and staff turnover.

Employer-supported child care refers to a range of services in which employers can assist with child care responsibilities. Employers can provide information and referral services, parent education or financial assistance, for example. They can also assist by adding flexibility to benefit packages and leave provisions or by supporting direct services such as on-site or near-site child care centres, or private home day care agencies. In urban centres or in industrial parks, employers may be able to work in concert, using a consortium approach to improve child care services for working parents while sharing some of the costs and workload.

The Ontario government has established an advisory service to help employers deal with the child care concerns of their parent employees. This service is available through the local area offices of the Ministry of Community and Social Services.

This series of case studies has been prepared to address the need for readily available descriptive material on current employer-supported child care services. The co-operation and enthusiastic support of the program staff, board members and employer representatives who contributed to this series is gratefully acknowledged.

OPTOTS CHILD CARE CENTRE

The Employer

Optech Ltd. is a small high tech consulting firm which specializes in research and development of laser-based remote sensing devices. The product line for Optech includes customized, hand-held laser range finders, a laser bathymeter used in coastal mapping and a terrain profiler used in mapping from the air. The company is also involved in a variety of consulting engineering assignments.

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Located in the heart of North York's industrial corridor, Optech employs 27 people, most of whom are young, male, white collar, technical and professional workers. The location is characterized by the low rise buildings and light manufacturing typical of many industrial park settings.

Getting Started

In the spring of 1985, it became apparent that many of the employees at Optech were experiencing difficulty in finding quality child care. A company survey revealed that over 25 per cent were actively looking for some form of child care and, in particular, those who were expecting to be parents in the near future had problems in finding infant care.

From the beginning, management supported the idea of establishing an on-site child care facility. Employees were encouraged to explore this possibility as a means of addressing their child care needs and as a logical extension of the company's youthful and progressive outlook and community image. It was felt that work quality and higher productivity would be spin-off benefits from the additional peace of mind parents would have knowing that their children were nearby and safe.

Initial research and planning was undertaken during the summer of 1985 by one or two employee parents who were particularly interested in workplace child care. Other specialized advice was sought as questions, issues and problems arose. Legal advice was obtained around the questions of incorporation, taxation and management options. Program advisers from the Toronto Area Office of Ontario's Ministry of Community and Social Services assisted in sorting through legislative requirements, funding sources and physical lay-out and design aspects. In addition, the planners talked to early childhood education specialists in the community who had previous experience with employer-supported child care services.

Of particular concern, with such a small employee base, was the issue of enrolment and long-term viability of an on-site centre. Based on the company's long-term growth plan, however, and on the anticipated ongoing demand for child care services from employees of other companies in the industrial corridor, it was felt that centre viability could be protected in the long run.

Other planning issues included costs (infant care is expensive), zoning requirements (planners faced the prospect of a 6-9 month delay over a zoning review) and fire and safety regulations (the industrial location raised concerns among fire and safety officials).

Recognizing that initial costs would be higher because of the emphasis on infant care, the employer made a financial commitment in the form of an interest-free loan and assistance with any operating deficits in the first year or two. Agreement was also reached with respect to a provisional licence for the centre, pending finalization of zoning changes. In addition, measures were instituted to satisfy fire and safety regulations and to minimize risk factors. For example, Optech employees assist child care staff with emergency evacuation procedures.

Optots infant centre opened on April 14, 1986, with a grant from the Ministry of Community and Social Services for operational start-up and minor capital costs, and with an interest-free loan of $20,000 from the company. Although operating expenses in the first year were high (the current budget is approximately $60,000 per year), the employer has agreed to assist in lowering any deficits to ensure that the operation remains viable for the parent

employees who are using it. Optech employees contributed over 500 hours of free labour towards the opening of the infant centre.

Facilities

Optots is located on the ground floor and at the back of a low rise industrial unit, in space previously used for offices and research laboratories. Approximately 900 sq. ft. of indoor space has been made available and renovated at a cost of $27.000. Expansion plans have included the development of over 1,300 sq. ft. of fenced, outdoor play area at the back of the unit for infants and toddlers. Inside, a 1,000 sq. ft. playroom is being added at the front of the unit for the new toddler program, as well as new kitchen and laundry facilities, and a supervisor's office which can also be used as an isolation room. Plans call for the addition of a pre-school program by 1988, at which point the entire unit will be used for child care.

Local parks, York University and Black Creek Pioneer Village are accessible for visits and outdoor activities.

Licensed Capacity

The initial provisional licence for this centre provided for a maximum capacity of 10 infants. The centre operates as a non-profit organization and is currently fully subscribed. Since opening, an expanded facility for 15 toddlers (to age 2 1/2) has been added to accommodate the "graduates" from the infant program. In addition, as parents' child care needs have increased, part-time care has been added. Although Optech employees have priority, the centre is open to community children if space is available. With the addition of the preschool program in 1988, it is anticipated that the centre will eventually be licensed for 52 children.

Staff

Optots is currently staffed by one full-time supervisor and two program workers. The centre involves volunteer staff in its programming and serves as a field placement setting for students in the Early Childhood Education program at Seneca College. Parent employees are frequently involved in the centre at lunch time, when they can assist in feeding their children.

Parent Fees

Parent fees are intended to cover operating costs for Optots, although it was not possible to achieve this in the first year. Current fees for the infant program are $133/week for Optech employees' and $144/week for community-based children. For the toddler program, Optech employees pay $500/month and community users pay $575/month.

Hours of Operation

The centre operates year-round, Monday to Friday, from 8:00 a.m. to 6:00 p.m., in order to meet identified needs. The centre is not open on weekends or statutory holidays.

Management

Optots is managed by a six-member Board of Directors which consists of four employee parents, the supervisor of the centre and the supervisor of another work-related child care centre located in Downsview. The board meets once each month on a formal basis, to review policy, program and financial issues and directions. Minor administrative matters are handled on an ad hoc basis by the on-site board members.

Employer Contribution

Optech management has been enthusiastic in supporting the

development of the centre from its inception. The company contributed substantially to the fit-up costs and to the operation of the centre over the first few months. Current operating expenses are assisted through the donation of space at reduced rent, utilities, cleaning, repairs and maintenance, office supplies and administrative services such as typing and photocopying. In addition, at peak periods during the planning and start-up phases, employees involved with the centre were able to spend 15 per cent of their work time on day care centre business.

Although direct return on investment is difficult to calculate, the company has benefitted from an improved and more relaxed work environment, reduced employee travel time and greater peace of mind on the part of key staff who have to balance work and family responsibilities. Benefits will also be derived from the improved management expertise of employees who have been actively involved in planning and operating the centre.

For further information, please contact:

The Supervisor
Optots Child Care Centre
697 Petrolia Road
Downsview, Ontario
M3J 2N6
(416) 661-6973

or

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For more information about employer-supported child care services in Ontario, please contact:

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